Our Army at War…
Relevant and Ready, Today and Tomorrow
RELEVANT & READY • RELEVANT & READY • RELEVANT & READY • RELEVANT & READY
STABLE & PREDICTABLE • STABLE & PREDICTABLE • STABLE & PREDICTABLE • STABLE & PREDICTABLE
MODULAR & CAPABLE • MODULAR & CAPABLE • MODULAR & CAPABLE • MODULAR & CAPABLE
A Campaign Quality Army with Joint and Expeditionary Capabilities

27th ORSA Advisory Committee Annual Meeting
12 October 2005

Meeting Agenda

1300-1315	Welcome/Call to order	MAJ Mark Phillips
1315-1325	Opening remarks	Mr. Walter Hollis
1325-1345	PPO Update	MAJ Mark Phillips
1345-1425	HRC Update	MAJ Jerry Baird
1425-1440	Break	
1440-1510	Q-course Out-brief	Mr. Rob Mock
1510-1550	CP-16 Update	Ms Pat Cook
1550-1605	Break	
1605-1620	NPS Proposal	COL Bill Tarantino
1620-1650	Committee member discussion/guidance	All

Welcome

DEPUTY CHIEF OF STAFF
G 8

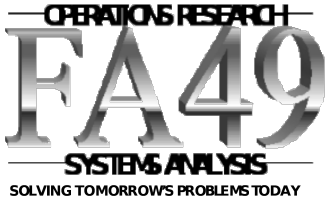
PAED

DEPARTMENT OF THE ARMY
UNITED STATES OF AMERICA
1775

CENTER FOR ARMY ANALYSIS

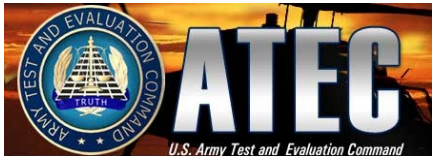
TRADOC ANALYSIS CENTER

AMSAA
Excellence in Analysis


OPERATIONS RESEARCH
FA49
SYSTEMS ANALYSIS
SOLVING TOMORROW'S PROBLEMS TODAY

CHIEF INFORMATION OFFICER (CIO)
UNITED STATES ARMY

HQDA, Deputy Chief
of Staff G-3/5/7
DEPARTMENT OF THE ARMY
UNITED STATES OF AMERICA
1775


ARMY TEST AND EVALUATION COMMAND
TRUTH
ATEC
U.S. Army Test and Evaluation Command

DUTY
HONOR
COUNTRY
WEST POINT
USMA

UNITED STATES ARMY
LOGISTICS MANAGEMENT COLLEGE
Educational Excellence for Tomorrow's Defense

DEPUTY CHIEF OF STAFF, G-1

Our Army at War…
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RELEVANT & READY • RELEVANT & READY • RELEVANT & READY •
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MODULAR & CAPABLE • MODULAR & CAPABLE • MODULAR & CAPABLE •
A Campaign Quality Army with Joint and Expeditionary Capabilities

FA49 Personnel Proponent Office Update

Agenda

- The FA49 Personnel Proponent Office
  - Mission
  - Functions
- Structure
- Development
- Deployment
- Sustainment

Personnel Proponent Office Mission

The Personnel Proponent Office (PPO) is responsible for assisting the Functional Area 49 (FA49) Executive Agent and Proponent with the management of the eight personnel proponent system life-cycle management functions (structure, acquisition, distribution, development, deployment, compensation, sustainment and transition) for the officers assigned to the Operations Research Systems Analysis Functional Area.

FA49 Proponent Office Functions

Structure

- Analyze/recommend individual space requirements (TAADS)
- Recommend TOE/TDA changes
- Establish career progression pattern
- Evaluate requirement for future authorizations
- Recommend Army Policy cl

Acquisition

- Recommend accession criteria/requirement
- Determine appropriate accession numbers
- Develop recruitment strategy
- Develop entry level training standards

Distribution

- Evaluate inventory; recommend changes as necessary
- Recommend personnel mgt; inventory adjustment actions
- Assess FA participation in branch immaterial positions
- Recommend assignment policy changes as necessary

Development

- Identify:
  - Training criteria
  - Required knowledge, skills, abilities by grade
- Assess current instruction
- Recommend selection criteria
- Oversee/recommend fellowship opportunities
- Develop and document DA PAM 600-3 PD requirements
- Identify PD opportunities
- Establish career progression patterns
- Analyze training/education requirements against assignments

Deployment

- Manage FA49 augmentation deployments
- Evaluate concept plans and recommend changes

Compensation

- Develop concepts for use of compensation, benefits to improve health of FA49

Sustainment

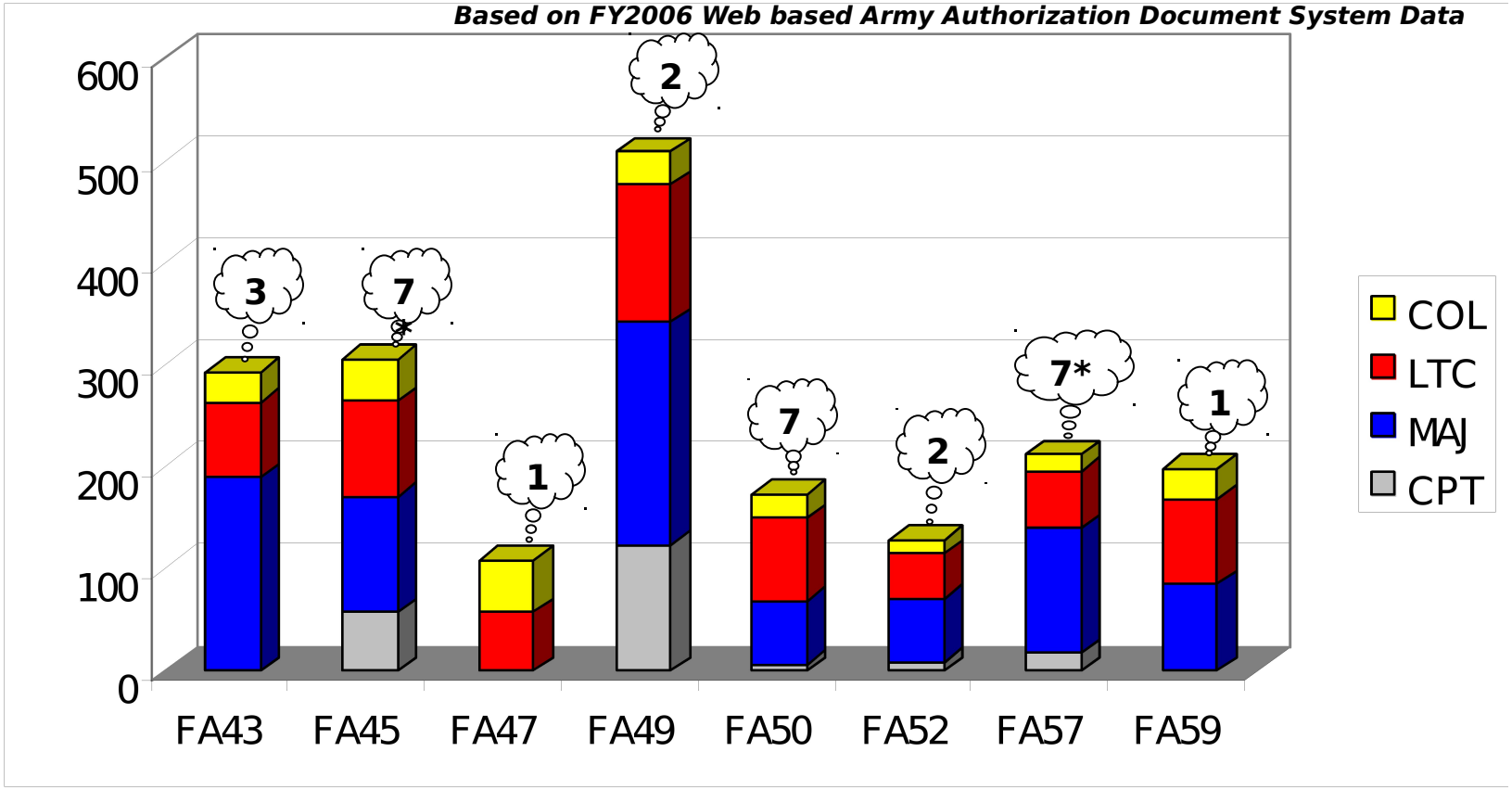
- Represent interests of/maintain communication w/FA49 community
- Evaluate "success" criteria for FA49s
- Evaluate retention of FA49s
- Assess structure, assignment trends
- Assess selection board results

Transition

- Assess separation and retirement trends
- Recommend retirement policy changes

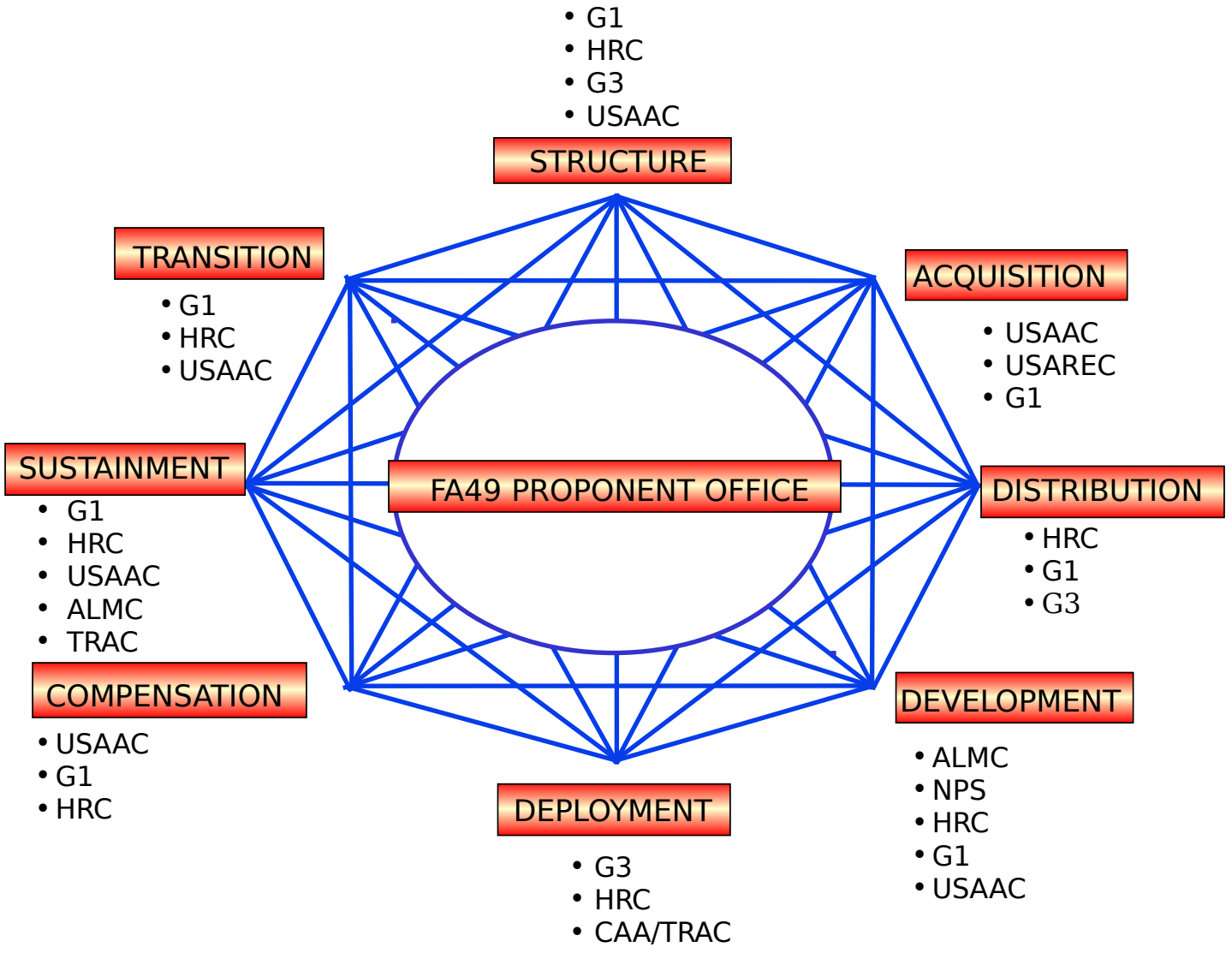
*IAW AR 600-3

Proponent Office Personnel vs. Authorizations



*Also Manage Civilian Career Progra

LIFE-CYCLE MANAGEMENT NETWORK

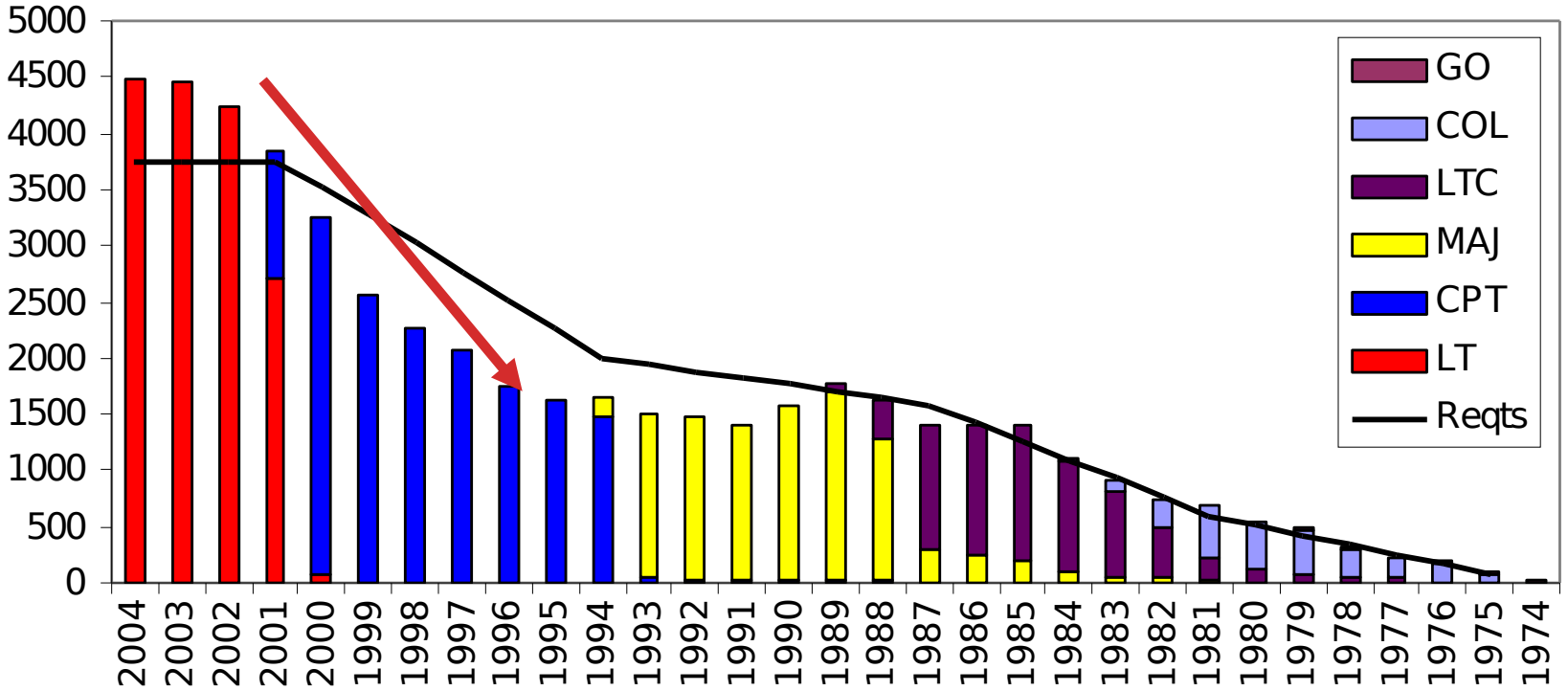


Structure

FA49 Authorizations

MACOM	UNIT/ ACTIVITY					AUTH OFF
USARC	US ARMY RESERVE COMMAND	0	4	6	0	10
INSCOM (AS)	US ARMY INTELLIGENCE AND SECURITY COMMAND	5	1	1	0	7
ATEC (AT)	US ARMY TEST AND EVALUATION COMMAND (USATEC)	6	7	4	0	17
ARSTAF	OFFICE, CHIEF OF STAFF, US ARMY	0	23	27	8	58
DOD	DEPARTMENT OF DEFENSE AGENCIES (DOD)	2	4	27	6	39
SOCOM	JOINT SPECIAL OPERATIONS FORCES ACTIVITIES	0	3	1	1	5
USAEUR	US ARMY, EUROPE AND SEVENTH ARMY	1	6	3	0	10
FORSCOM	US FORCES COMMAND	1	13	4	0	18
NATO	SUPREME HEADQUARTERS ALLIED POWERS	0	0	1	0	1
JOINT ACTIVITIES	JOINT ACTIVITIES (LESS NATO)	3	14	14	1	32
USMA	U.S. MILITARY ACADEMY (USMA)	33	27	3	0	63
HRC	US ARMY HUMAN RESOURCES COMMAND	0	9	1	0	10
ARNG	NATIONAL GUARD (UNITS NOT ON ACTIVE DUTY)	0	12	0	0	12
PACOM	US ARMY PACIFIC	0	2	1	0	3
EIGHTH ARMY	EIGHTH US ARMY	0	1	0	0	1
SEC ARMY	OFFICE, SECRETARY OF THE ARMY	0	0	6	2	8
DAIG	SECRETARIAT'S FOAS	0	0	1	0	1
ASYMMETRIC WARFARE GROUP	FOAS RESOURCED BY OA-22	0	1	0	0	1
INFO TECH AGCY	OSA JOINT & SUPPORT AGENCIES	0	1	0	0	1
USASOC	US ARMY SPECIAL OPERATIONS COMMAND (USASOC)	1	0	0	0	1
CAA	NON DEPARTMENTAL AMHA STAFF SUPPORT AGENCY	0	19	9	4	32
TRADOC	US ARMY TRAINING AND DOCTRINE COMMAND	71	84	32	9	196
		123	231	141	31	526

ACC Officer Manning by Year Group



ACC Commissioned Officer Dynamic

-High Accessions: Very Expensive

-Attrition at 4-7 Yrs
- Slope is too steep
- Loss of investment

-Shortages at Senior CPT and MAJ

What is the Problem??

Too many Lieutenants, not enough
Senior Captains and Majors

What is Causing the Problem??

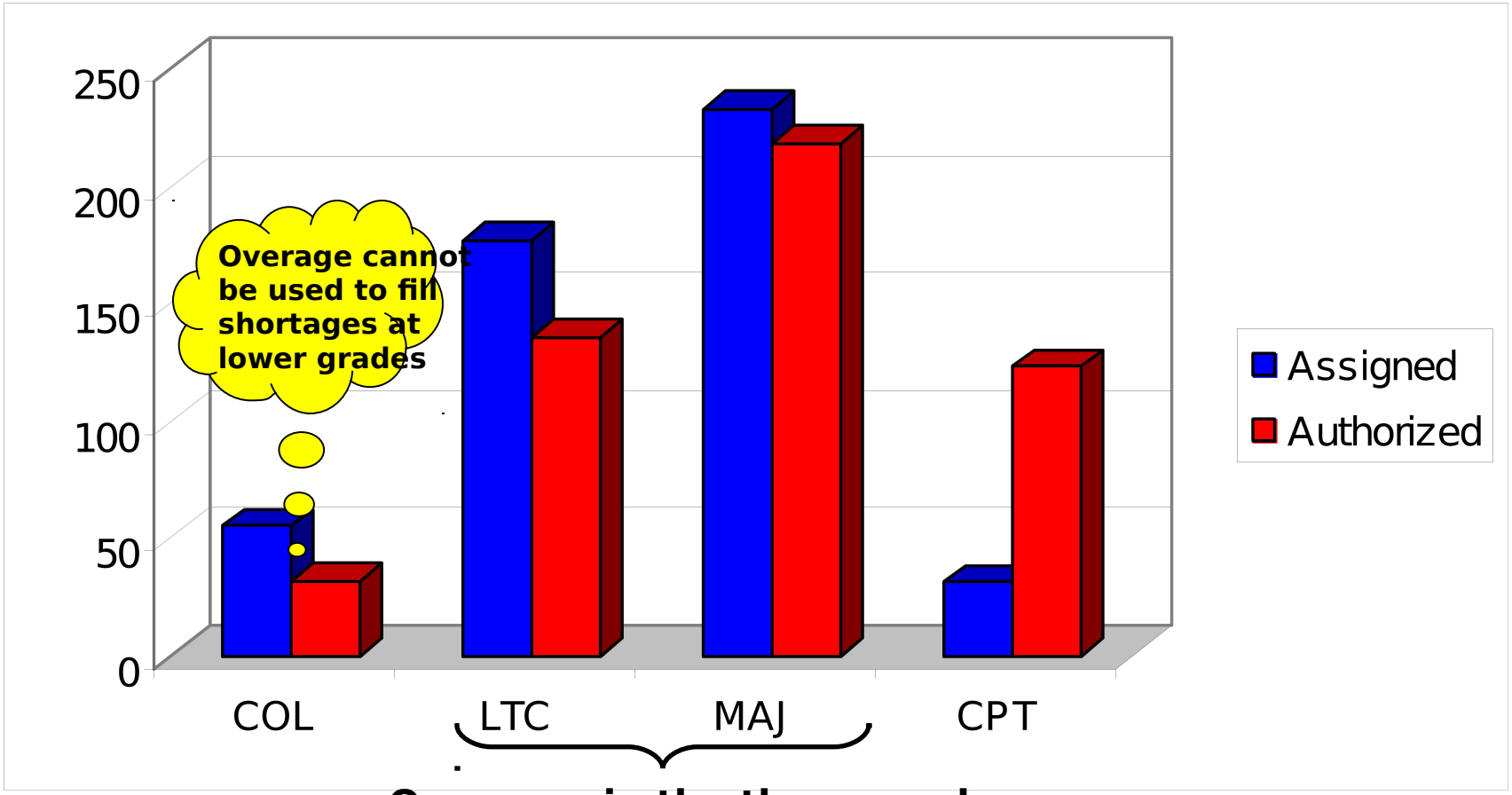
Historical: Low accessions and above average attrition in the 1990's

Steady State: High attrition at 4-7 years of service

2nd & 3rd Order Effect:

- **Accession Lever: Maxed**
- **Promotion Lever: Maxed**
- **Attrition Too High for Structure**

FA49 Authorized vs. Assigned



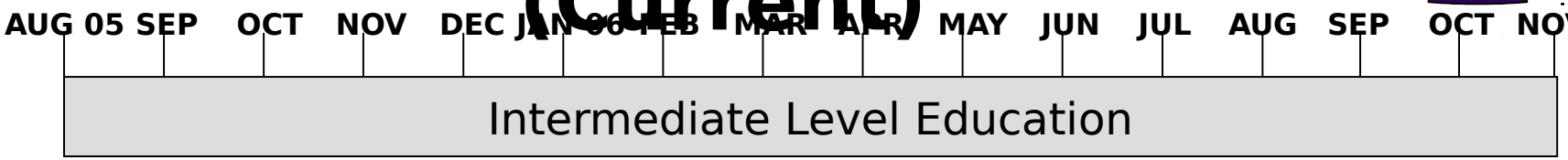
Overages in the these grades are used to offset shortages created by TTHS and in CPT's authorizations

Division FA49 Authorizations Status

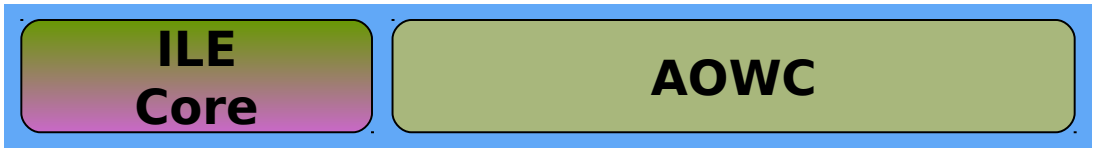
Divisions (UEx)	FY04	FY05	FY06	FY07
	JUL04 · SEP04 · SEP04	DEC04 · AUG05 · OCT05	NOV05 · JAN06 · AUG06 · JUN06	NOV06 · MAR07 · JUL07
Analysts (Date assigned)	**JUL04** 1. Documented (UE)/Filled 2. Pending Documentation (16 JUL 06) Projected Fill (Summer 06) **SEP04** 1. Documented (UE)/Filled 2. Documented (UE) (16 OCT 05) Projected Fill (15 NOV 05) **SEP04** 1. Documented (UE)/Filled 2. Pending Documentation (20 OCT 05) Projected Fill (Summer 06)	**DEC04** 1. Documented (UE)/Filled 2. Documented (UE)/Filled **AUG05** 1. Documented (IG)/Filled 2. Pending 3 Star UEx Decision & Documentation/ Filled **OCT05** 1. Documented (UE)/Filled 2. Pending Documentation (16 OCT 05) Projected Fill (Summer 06)	**NOV05** 1. Documented (IG)/Filled 2. Pending Documentation (16 NOV 05) Projected Fill (Summer 06) **JAN06** 1. Documented (IG)/Filled 2. Pending 3 Star UEx Decision & Documentation **AUG06** 1. Documented (IG)/Filled 2. Pending 3 Star UEx Decision & Documentation **JUN06** 1. Documented (IG)/Filled 2. Pending Documentation (1 JUN 06) Projected Fill (Summer 06)	**NOV 06** 1. Documented (IG)/Filled 2. Pending Documentation/ Conversion Projected Fill (Summer 06) **MAR 07** 1. Documented (IG)/Filled 2. Pending Documentation/ Conversion **JUL 07** 1. Documented (IG)/Not Filled 2. Pending Documentation/ Conversion

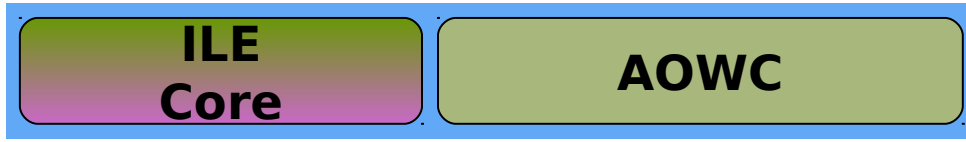
Development

ILE/Q Course Scheduling (Current)

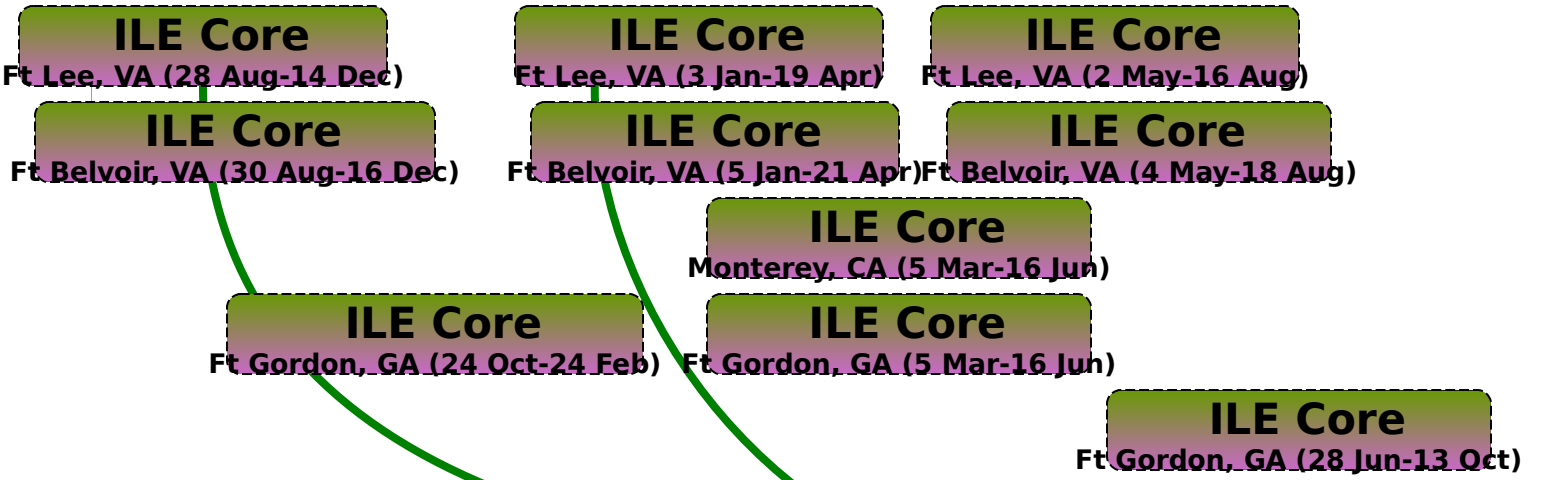


Operations Career Field ILE At FT Leavenworth





Non Operations Career Field ILE Core


ILE Core
Ft Lee, VA (28 Aug-14 Dec)
ILE Core
Ft Lee, VA (3 Jan-19 Apr)
ILE Core
Ft Lee, VA (2 May-16 Aug)
ILE Core
Ft Belvoir, VA (30 Aug-16 Dec)
ILE Core
Ft Belvoir, VA (5 Jan-21 Apr)
ILE Core
Ft Belvoir, VA (4 May-18 Aug)
ILE Core
Monterey, CA (5 Mar-16 Jun)
ILE Core
Ft Gordon, GA (24 Oct-24 Feb)
ILE Core
Ft Gordon, GA (5 Mar-16 Jun)
ILE Core
Ft Gordon, GA (28 Jun-13 Oct)

FA49 Q-Course

FA49 Qualification Course

Course demand is between 30-40 Majors for FY06 and beyond
Course demand for FY05 is 15-20

Offering Alternatives:

Single offering/year – Course is offered in Jun-Jul annually– two staff groups

Two offerings/year – Course is offered twice annually. Jun-Jul and Jan – Feb

Alternatives can be executed either using multiple or single locations

Alternatives can be executed at multiple or single locations

FA49 Qualification Course

COA 1

Single Offering/Single Venue

- Can satisfy ½ of estimated demand
- No change in cost/ resources required

COA 2

Multiple Offering/Single Venue

- Satisfies estimated demand
- Concurrent vs. split
- Cost increase associated with additional resources required

COA 3

Multiple Offering/Multiple Venues

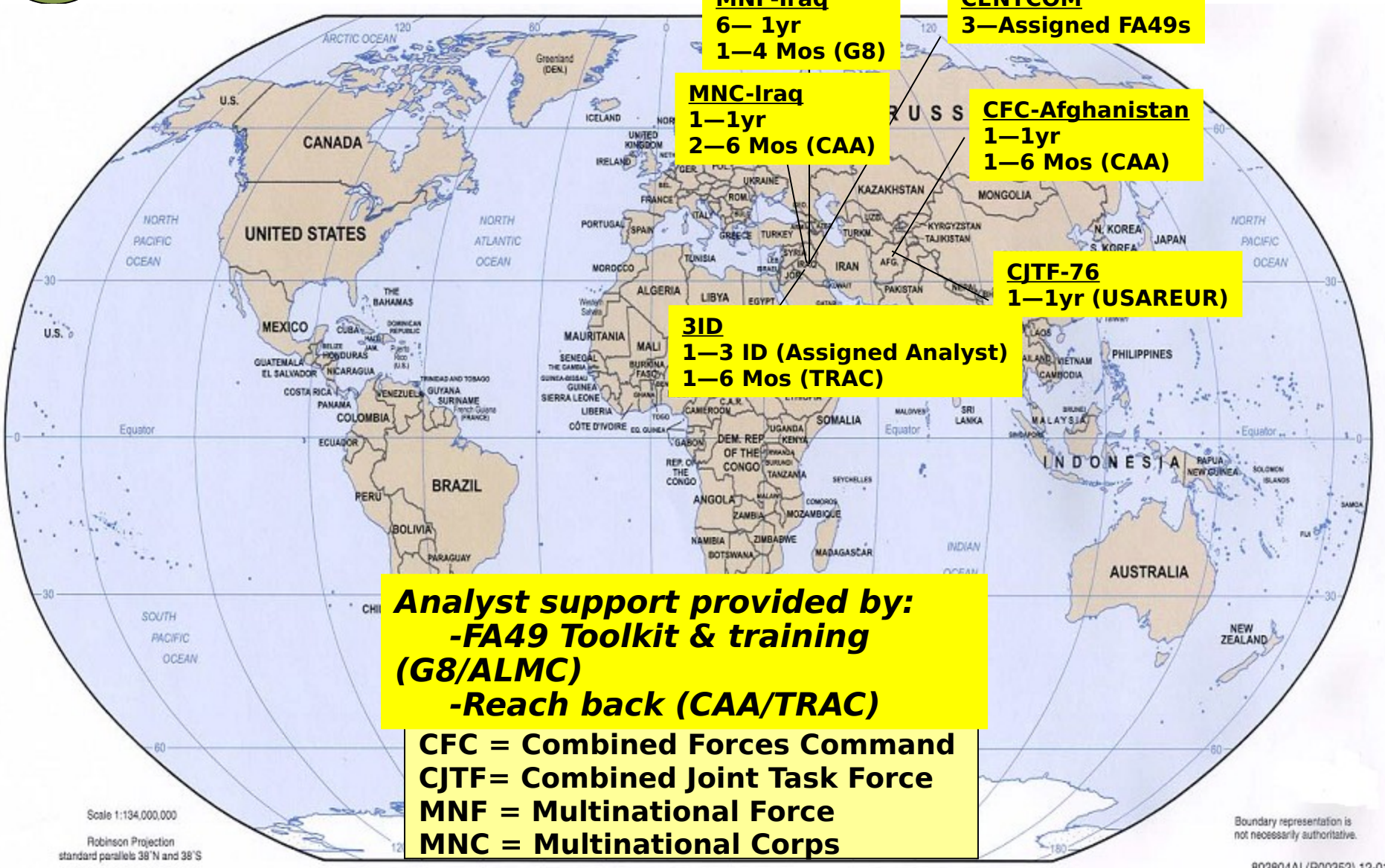
- Satisfies estimated demand
- Concurrent vs. split
- Cost increase associated with additional resources required (possibly duplicate teams)

Assumes:

- Venue choices are TRAC and ALMC
- Increased student demand IAW previous estimates
- Cost to execute/modify course does not increase significantly

Deployment

Deployed Analysts



Deployed Analyst Rotation

	MAY 2005	JUN 2005	JUL 2005	AUG 2005	SEP 2005	OCT 2005	NOV 2005	DEC 2005	JAN 2006	FEB 2006	MAR 2006	APR 2006	JUN 2006	JUL 2006
MNC-I	LTC Dennis Day (CAA)					MAJ Nathan Dietrick (CAA)								
		MAJ Tom Rothwell (CAA)						LTC Paul Hurley (CAA)						
									MAJ Joe Roach (I Corps) WIAS# CT-MNCI-00129-02					

	MAY 2005	JUN 2005	JUL 2005	AUG 2005	SEP 2005	OCT 2005	NOV 2005	DEC 2005	JAN 2006	FEB 2006	MAR 2006	APR 2006	JUN 2006	JUL 2006
MNF-I			TCS - MAJ Tom Glover (TRAC-LVN) (WIAS# CT-3MNFI-00039-01) (PME, EEB)											
						MAJ Rich Spainhour (TRAC) WIAS # CT-MNFI-00342-02 (SPA, STRAT COMMS)								
			LTC Tom Rahe (G1)			LTC Jennings (G8)				LTC Mick Smith (USMA)				
				COL Carlton Buchanon (USMA) CT-MNFI-00436-02 (STRAT COM, ASSESS CHIEF)										
									MAJ Mark Gruber (TRAC) CT-MNF-I-00160-04(SPA, SPM)					
									MAJ Tommy Alderman (TRADOC) CT-MNFI-00450-02(PME, EEB)					
									MAJ Chris Farrel (TRADOC HQ) CT-MNFI-00305-02 (4CMD GP)					

	MAY 2005	JUN 2005	JUL 2005	AUG 2005	SEP 2005	OCT 2005	NOV 2005	DEC 2005	JAN 2006	FEB 2006	MAR 2006	APR 2006	JUN 2006	JUL 2006
CFC-A				TCS - LTC Karl Jehle (HRC) (WIAS# CT-CFCA-00412-02)										
			MAJ Jeff Libby (CAA)											

	MAY 2005	JUN 2005	JUL 2005	AUG 2005	SEP 2005	OCT 2005	NOV 2005	DEC 2005	JAN 2006	FEB 2006	MAR 2006	APR 2006	JUN 2006	JUL 2006
JTF76	MAJ Bill McClagan (HQ, USAREUR)													

	MAY 2005	JUN 2005	JUL 2005	AUG 2005	SEP 2005	OCT 2005	NOV 2005	DEC 2005	JAN 2006	FEB 2006	MAR 2006	APR 2006	JUN 2006	JUL 2006
C/ 3ID				MAJ Vern Bahm (TRAC)										

Sustainment

The FA49 Personnel Life Cycle

ORSA-MAC/ACS

FA49 CPT	FA49 ACS	FA49 MAJ	FA49 LTC	FA49 COL
-CBT OPS Analyst-TRAC -Mil Analyst-DCD, ATEC -OPS Analyst-USAREC	-Program Analyst-G8, G1 -Mil Analyst-CAA, JCS -CBT OPS Analyst-TRAC -ORSA-HRC, ATEC, USASOC -CBT OPS Analyst-Div/Corps	-Program Analyst-G8 -Div Chief-CAA, G1, JCS -Sr. Mil Analyst-TRAC, Corps -Mil Analyst-DCSOPS, OSD	-Div Chief-G8 -Mil Deputy-TRAC, CA -ORSA/MIL Dir-OSD -ORSA-DUSA-OR	

YOS

08	09	10	11	12	13	14	15	16	17	21	22	23	24	25	30

CFD

BZ MAJ

PZ MAJ

ILE-CORE & FA49 Q-Course Window*

BZ LTC

PZ LTC

1ST SSC

BZ COL

PZ COL

HRC's Ongoing OPMS 3 Review

- Review and recommend changes for management and development of the officer corps that
  - Develops skills required, today and tomorrow
  - Groups skills functionally to meet Army requirements
  - Shifts career development paths--less prescriptive/timeline driven
  - Acquires, develops, and retains professionals with a Warrior Ethos and inspired to a lifetime of service
- Institutionalize an adaptive process to manage the change required to maintain the long term health of the officer corps

Summary of Recommendations

- Develop Skills: Functionally align skills to enhance Joint warfighting

- Career Paths
  - Adopt a new Officer Development Model
  - Provide less prescriptive development
  - Synchronize Professional Military Education with Civilian Education
  - Modify Career Field Designation (CFD) Process

- Recruit and Retain All-Volunteer Force: Develop intrinsic and extrinsic incentives

Future Functional Groupings

Maneuver, Fires & Effects

Maneuver (AR, IN, AV)

Fires (FA, AD)

Maneuver Support (EN, CM, MP)

SOF (SF, PSYOP, CA)

Effects (IO, PAO)

Force Sustainment

Log Corps FA 90 (TC, QM, OD)

Medlog?

Soldier Support (AG/43- Human Resources, FI/45- Comptroller)

Special Branches

Acquisition Corps

Operations Support

Space & Network Operations (SC, Telecomms, Automation, Space Ops)

ISR & Area Expertise (MI, Strat Intel, FAO)

Plan Development (Strat Plans, Nuclear Research)

Force Training and Development

Development (Force Management, ORSA, Simulations)

Training (Permanent Academy Professor)

Approved by CSA on 25 Aug 05 with implementation and management details

CFD Implementation

- Multiple CFD Points
  - Limited CFD at 4th YOS after first life cycle (LC)
    - Into selected FAs w/CPTs requirements in the Operational Force (FA24, FA46, FA53, FA39)
    - Done internal to HRC through a board process w/oversight and assistance from the G-1.
  - Full CFD at 7th YOS into functional areas by a DA Board
    - 100% Distribution of the force (to include AAC)
    - Some accessed will not be promoted
    - After board use CFD Transfer process to help balance the force
  - Designed to impact MAJs and critical CPTs requirements
- Provides flexibility to adjust based on changes to Force Structure and operational environment
- Will require promotion and structural changes to implement/support

Promotion Board Implications

Officers' Control Branch changes at the CFD board

- MAJs board run as an OPMS 3 board (multiple CFs)
- Promotion requirements provided as needed under current system
- Most officers may have no FA specific assignment experience because they are in training (as happens today)

Incentives

Pre-Commissioning

- Approved by SEC Army 30 May 05
- Idea: Harvest commitments early. Add 3 years to ADSO for:
  1. Grad School for Service
  2. Branch for Service
  3. Post for Service
- Move forward with implementation plan

Advanced Civilian Schooling*

- Expand Grad School Slots
- Idea: Increase ACS slots. Target top performers for continuation via graduate studies.
  1. Top incentive
  2. Corrects OPMS ACS shift away from OPCF
  3. Incentive provides a return on investment . . . EDUCATION

****Pre-Decisional***

Questions/Comments

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703.695.3869 Commercial
225.3869 DSN

Back Up Slides

UEx Distribution

Corps/ Divisions (UEx)	FY04	FY05	FY06	FY07
	JUL04 SEP04 SEP04	DEC04 AUG05 OCT05	NOV05 JAN06 AUG06 JUN06	NOV06 MAR07 JUL07
Analysts (Dates assigned)	SEP04 1. MAJ SELLERS (Documented/Filled) 2. Pending Documentation (20 OCT 05) SEP04 1. MAJ SHOAMATAMEDI (Documented/Filled) 2. Pending Documentation (20 OCT 05) JUL04 1. MAJ WILLIAMS (Documented/Filled) 2. Pending Documentation (16 JUL 06)	DEC04 1. MAJ GULICK (Documented/Filled) 2. MAJ WERTZ (Documented/Filled) AUG05 1. MAJ ROACH (Documented /Filled) 2. Pending 3 Star UEx Decision & Documentation OCT05 1. MAJ WINKLEBAUER (Documented/Filled) 2. Pending Documentation (16 OCT 05)	NOV05 1. MAJ EMMONS (Documented/Filled) 2. Pending Documentation (16 NOV 05) JAN06 1. MAJ MCDOUGALL (Documented /Filled) 2. Pending 3 Star UEx Decision & Documentation AUG06 1. MAJ SEWARD (Documented /Filled) 2. Pending 3 Star UEx Decision & Documentation JUN06 1. MAJ OLIVER (Documented*/Filled) 2. Pending Documentation (1 JUN 06)	JAN 07 1. MAJ ULLOA (Documented/Filled) 2. Pending Documentation/ Conversion MAR 07 1. MAJ WILLIAMS (Documented/Filled) 2. Pending Documentation (16 JUL 06) AUG 07 1. MAJ WILLIAMS (Documented/Filled) 2. Pending Documentation (16 JUL 06)

UE Analysis Cell

UEx

OFF	WO	ENL	Total
2	0	0	2

F-Staff Section	F-Staff Sub-Cell	POS	MOS	Rank	QTY	C-Staff Section	C-Staff Sub-Cell
G5	FU Plans	Military Analyst	49A00	O4	2	G5	Plans Branch

UEy

OFF	WO	ENL	Total
3	0	0	3

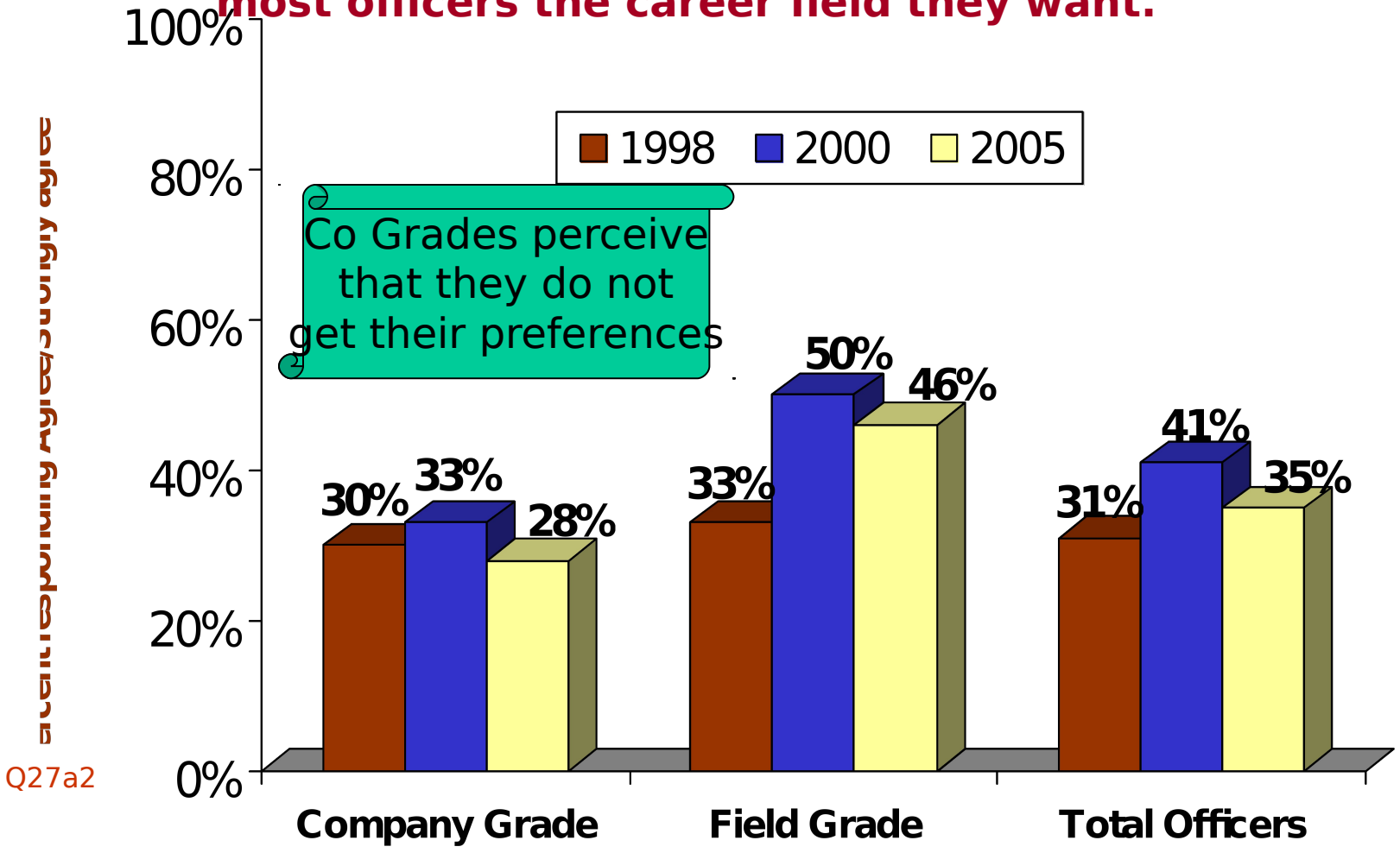
F-Staff Section	F-Staff Sub-Cell	POS	MOS	Rank	QTY	C-Staff Section	C-Staff Sub-Cell
Op Mnvr	FU Plans	Senior Mil Analyst	49A00	O5	1	C3	Plans Branch
Op Mnvr	FU Plans	Military Analyst	49A00	O4	2	C3	Plans Branch

Functions:

- Create, evaluate and report critical measures of effectiveness to assess campaign plan progress
- Develop detailed plans to quantitatively and qualitatively evaluate and solve complex problems
- Assist in the creation, refinement and management of multi-functional databases/data collection-tools and techniques
- Liaison between the combatant commander and Army analytical agencies to provide full analytical, modeling and simulation capabilities
- Assist staff elements in creating data gathering, tracking and synthesis procedures
- Apply relevant models to inform the deliberate planning process of the future plans division

CFD Perception

"Under OPMS III, I believe that Career Field Designation Boards are awarding/will award most officers the career field they want."



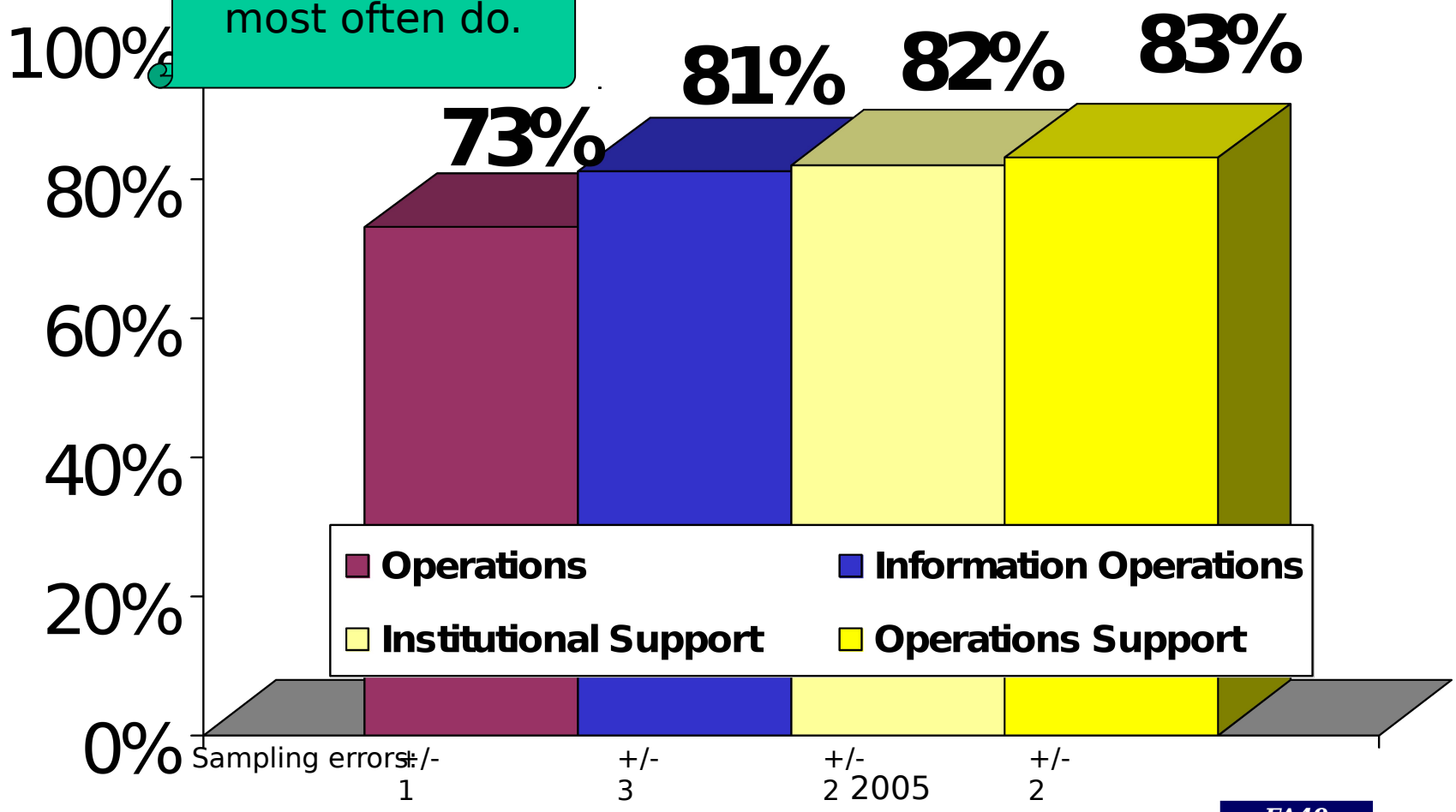
Q27a2

Sampling errors: +/- 2, +/- 1, +/- 1 | +/- 2, +/- 1, +/- 1 | +/- 1, +/- 1, +/- 1

CFD Reality

"Did you get the Branch /Functional Area you wanted through the Career Field Designation ocess?"

When in fact they most often do.



Q26

METRICS

What defines FA49 officer success?

- **WHAT to measure?**
  - **Education level?**
  - **Assignment history—breadth and depth?**
  - **Operational experience (operational relevance)?**
- **HOW to measure?**
  - **Assess historical FA educational records**
  - **Analyze assignment patterns/trends**
  - **Compare promotion rates**
    - **Between year groups**
    - **vs Army, ISCF, Other CF and FA**
  - **Analyze effects of professional development initiatives**

Success = ??

	#1 *Total Immersion*	#2 *Inside the Beltway* *Jack of All Trades*	#3 *Never Set Foot* *in the Pentagon*
COL	HQDA G1 Div Chief	HQDA G8 Div Chief	Snr Mil Analyst TRAC-FLVN
		JCS J8 ORSA	Snr Mil Analyst TRAC-WSMR
LTC	HQDA G1 ORSA	HRC ORSA Div Chief	Dir, TRAC- Monterey
	PERSCOM OPMD ORSA		PhD
	PhD		Asst Prof USMA
MAJ	OPMS TF ORSA	DA DCSOPS Resource Analyst	Math Instructor USAFA
	PERSCOM	CAA Campaign Analyst	CAA Campaign Analyst
CPT	MS	MS	MS

These are OPMS2/3 officers . . .what is success for a "pure" OPMS